



Change Agent Conference

What to do when the worst thing that can happen, happens

Central Peninsula Hospital
Reflections on 2008 Incident





Central Peninsula Hospital



State-of-the-Art Technology. State-of-the-Heart Care.







central
peninsula
hospital
heritage
place

PO
UPD



TITUS

April 17, 2009 11:52 AM
Hospital employee shoot
Police in Long Beach
killed his boss
Julian

Hospital Shooter Killed
Email Print
Comments (28)
1K

Soldotna hospital shooter, victim dead

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An ex-employee who stormed into Soldotna's Central Peninsula General Hospital firing shots this morning was shot and killed by Alaska State Troopers.



One of his victims, Mike Webb, has also died, said hospital spokeswoman Bonnie Nichols.

A second victim, Margaret Stroup, was shot several times and is still in surgery but her condition has been upgraded to stable, Nichols said. "Things are looking better (for her)."

Both victims were hospital employees.



[enlarge](#)

M. Scott Moon/Peninsula Clarion via Associated Press

An unidentified Soldotna police officer works Wednesday, Nov. 26, 2008, at the scene outside Central Peninsula Hospital in Soldotna, Alaska, where an armed gunman was shot by police officers.

More Breaking News stories »

- Alaska oil pipeline a 'risk to public safety,' feds tell Alyeska
- Pools of blood found below Dixiano home, say court documents
- Glenn Highway reopened after vehicle fire

The...
inflicted at the...
died at the...
emergency room...
Police Chief Anthony Batts...
Medical Center. He said the...
amid a flurry of recent shootings in...

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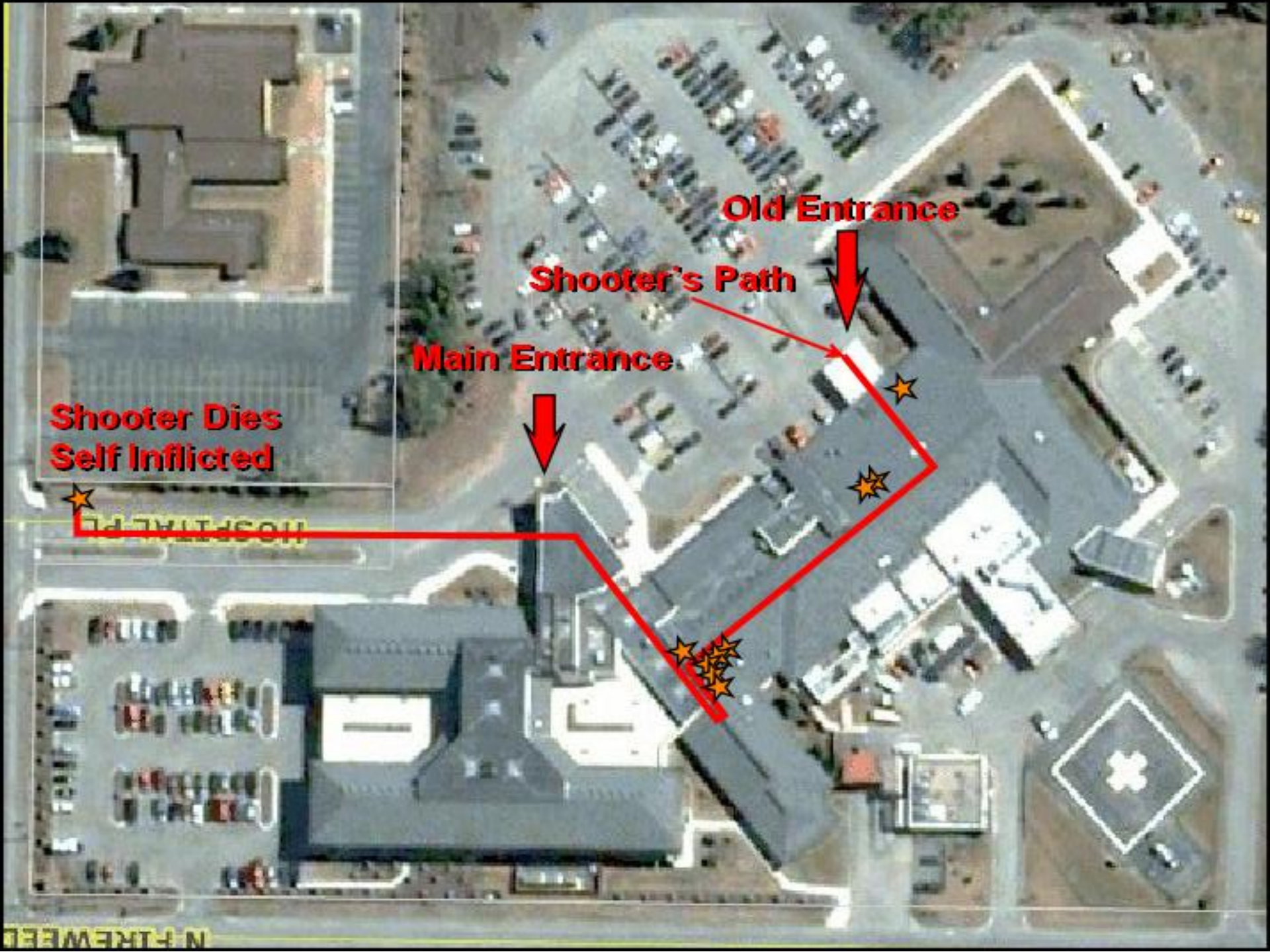




Local NBC Affiliate Evening Broadcast of Shooting

State-of-the-Art Technology. State-of-the-Heart Care.





Old Entrance

Shooter's Path

Main Entrance

**Shooter Dies
Self Inflicted**

N FIREWEED

November 26, 2008



Police Radio Traffic During Shooting



Expected Negative Outcomes

- Increased patient and employee fear
- Reduced patient volumes
- Employee/Leadership/Physician retention
- Damaged institution reputation
- Organizational disintegration
- Litigation



Philosophy

- Honest
- Transparent
- Support our employees
- Support our community



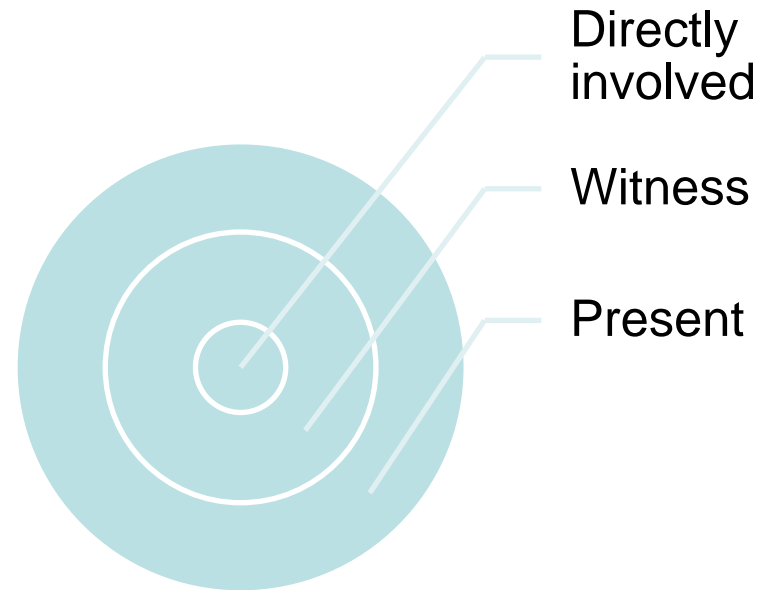
Immediate Actions

- Advance information to employees and media ASAP – complete transparency
- Let non-essential employees leave
- Notify the families of the victims and prepare resources for them
- Reopen hospital immediately
- Accessed large team of (Red Cross trained) counselors and chaplains



Crisis Debriefing

- Where they were
- What worked
- What did not
- Informal contacts



Initial finding

- Calls to patient rooms
- Fire alarm issues
- Learned about relationships



Intermediate Actions

- Made immediate repairs to the facility
- Ask directors to account for all employees
- Brought in experts
 - Trusted investigator
 - Consultant/Employee perceptions
 - Public Relations
 - Counselors/Psychologists



Grieving Rituals

- Blessing of space
- Gathering area
- Funerals
- Looked to ourselves



Staff Education

- Counselor support
- Issues with re-trauma
- Information changing
- Overall education still important



Contract counselors

- Encourage participation
- CEO participation
- Leaders encouraged
 - Initially varied interest
- No notes/no charge
- Radio messages
 - Staff, patients, visitors
- HR/Admissions calls



Counselor contacts

- 400+ contacts in 3 months
 - Transitioned off site
- Interventions
 - Normalize reactions
 - Restore decision making
 - Address high risk behavior
 - Trauma coping
 - Healthy coping
 - Magical thinking/survivor guilt
 - Handouts



Long-Term Actions

- Maintained communication with the victim and families of the victim
- Focused on resiliency – Share continued successes as the organization heals
- Maintained transparent communication from the inside out
- Open to employee ideas



Trauma Training

- Free CEs
- Paid for by donation from the CPH Health Foundation
- Attended by counselors, nurses, physicians, administration
- Transition to use of EAP



Security Actions Taken

- Increased Security Staffing – unarmed
- Continued movement from Key to Badge Access
- Video Monitoring improved
- Security Consultant
- Fire alarm maintenance
- Noise and visibility issues



Dealing with Bullies

- Poor behavior of few
 - Political and social venues
- Support HR in employee interactions
- Bullying consultant with staff champions
- Strategies to address low performers
- Prevention, Prevention, Prevention – it is worth it!



Memorial

- Anniversary gathering
- Healing garden



Calculating Costs

- Loss of life
- Loss of productivity
- Direct damages
- Consultants
- Insurances
- Employee support
-



Outcomes

- No resignations as a result of shooting
- Limited sick leave
- One brief stress reaction claim
- No PTSD claims
- No litigation



Outcomes

- Strong organization!
- Recognized as a top performing hospital
- Patient satisfaction above 80% percentile
- Staff satisfaction high
- Physician engagement improved



Questions to Ask

- Once a crisis occurs, everything moves quickly; thus, are you prepared to:

Speak to employees or their families, and other key stakeholders?

Methods of communication and order?



Questions to Ask

Am I prepared to:

Listen to advisers?

Make tough decisions?

Ask for help?



Questions to Ask

- How will I recognize and reward the heroes , and those who supported the organization during the crises

